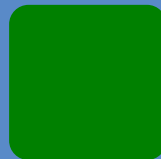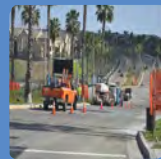City of Chula Vista

2015 Workforce Demographics and
Employee Turnover Report

CITY OF
CHULA VISTA | chulavistaca.gov

CONTENTS

☐ OBJECTIVES

Analysis of workforce data is the key element in the workforce planning process. Workforce analysis considers information such as demographics, diversity, retention, turnover rates, reasons for turnover, and other trend data. Analyzing the workforce to identify trends aims to help the organization project future workforce needs and determine opportunities for recruitment, retention, and employee development/succession strategies to improve diversity and meet affirmative action plans.

This report serves as a planning tool for analyzing the City's workforce and developing action plans to address workforce changes to meet the challenge of attracting, developing, and retaining a sufficient and skilled workforce that will be competent to continue service levels.

☐ SCOPE

The data presented in this report aims to provide a snapshot of the City's demographics at a given date. Previous and succeeding reports reflect the composition of the City of Chula Vista's workforce as of **December 31, 2015.**

Statistics gathered apply to permanent benefited employees and appointed/elected officials, excluding hourly, non-benefited employees. Employees were counted as "headcount", regardless of their full-time equivalent status.

☐ DATA COLLECTED

1 | Demographics

The workforce demographics section of this report provides general descriptive statistics where employees in filled positions as of December 31, 2015 were counted based on:

- Gender
- Ethnicity
- Tenure
- Age
- Occupational category

To draw substantial analyses, the statistics bearing a combination of these two categories were presented:
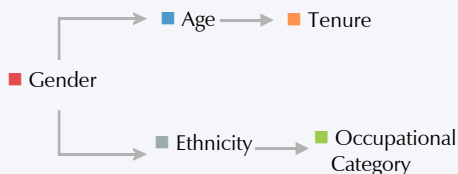
2 | Turnover Rate

Turnover is the ratio of employees who voluntarily or involuntarily separated from the City's employ to the average number of employees in calendar year (CY) 2015.

Turnover rate is computed as follows:

$$\frac{\text{\# of separations during CY}}{\text{Average* \# of employees during CY}} \times 100$$

* Average # of employees = headcount as of January 1, 2015 + headcount as of December 31, 2015 ÷ 2

3 | Employee Retention Rate

Employee retention rate is the percentage of employees who were employed at the beginning of the calendar year, and remain with the City at the end of the calendar year.

Retention rate is computed as follows:

$$\frac{\text{Headcount at end of CY less separations}}{\text{Headcount at end of CY}} \times 100$$

SUMMARY

Total Workforce

The total workforce as of December 31, 2015 was 911.

The **average** headcount (excluding hourly and non-benefited employees) in 2015 was 900. This was the highest average headcount since 2012 and reflected a 2% increase in 2014's average headcount of 883.

Demographics

Gender

Male being the more dominant gender remains unchanged in the last 5 years. In 2015, the number of males exceeded the number number of females by 111% (Male, 618; Female, 293). This percentage was slightly higher than 2014 where the men were 103% more than women. (Male, 596; Female 294).

More men were hired in 2015 (73% male and 27% female). Separation among men decreased (47 in 2014 and 41 in 2015) while separation increased among women (19 separations in 2014, 25 in 2015).

The more prominent variances between males and females were in the Skilled Crafts, Service Maintenance and Protective Services categories. Occupations within categories were occupied by men by more than 80% while the percentages of women in these occupations were below 20%.

Age

The workforce's age composition was heavily clustered in **Generation X** (36-50 years old). Nearly half (49%) of the City's employees belong to this age group.

The average age was the same as the median age of 45 years old, and remained unchanged since 2011.

The youngest employee was 21 years old. There were more men than women employees in Generation Y (21-35 years old). Generation Y was comprised of 12% male and 7% female.

Based on age and gender, the workforce was 55% male and 25% female, between 36-69 years old.

There were 3 employees in the silent generation (70 years old or older) group. The most senior employee in 2015 was 75 years old.

Age composition of departments show an average and median age between 36-50 (Generation X). Older employees were in the City Attorney and Mayor and Council's office. The average and median age of employees in these departments were 51 and 55 (Baby Boomer).

Ethnic Composition

Caucasian and Hispanic/Latino have consistently been the dominant ethnic races; the workforce was 81% Caucasian and Hispanic. The remaining 19% were composed of Asians, Black/African Americans, Native Hawaiian or Pacific Islanders, American Indian or Alaskan Natives, and employees who identified their ethnicity as two or more races.

By ethnic composition and gender, the workforce was 35% Caucasian male; 21% Hispanic male; 14% Caucasian female and 11% Hispanic female.

Occupational Category

Protective services remained to be the category with the most number of employees at 36%. This trend is expected to continue in succeeding years.

Employees in Professional and Administrative Support positions comprised of 33% of the workforce; 25% in the Skilled Crafts, Paraprofessional, Service Maintenance and Technician positions. Employees in key positions (Officials and Administrators) were 6% of the workforce.

Tenure

The average and median tenure that employees had been with the City was 12 years, unchanged from 2013 and 2014 data.

The average and median tenure among men and women was 12 years.

Longest tenured employees were hired in 1975 and still employed as of December 31, 2015. Employees have 39 years of service.

Employee Turnover

Employee turnover rate in 2015 was 7% based on 66 separations and an average headcount of 900.

This rate was significantly lower than the State and local government's separation/turnover rate of 18.3%.*

Job Openings and Labor Turnover Survey
Original Data Value

Industry:	State and local
Region:	Total US
Data Element:	Total separations
Rate/Level:	Rate
Years:	2015 to 2015

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
2015	1.3	0.9	1.0	1.0	1.7	2.5	2.1	2.4	1.7	1.3	1.0	1.4	**18.3**

*Source: Bureau of Labor Statistics (BLS) | JOLTS data. BLS gather statistics at federal and state and local levels. There was no data available that were specific to local government agencies in California.

Retirement (service and disability) was the top reason for separation. Since 2011, there were 133 retirements reported which equates to 43% of total separations of 310.

Excluding retirements, there were more voluntary separations (separations initiated by employees) than involuntary (initiated by the City). Voluntary separations capture the "true" turnover rate as these separations depicts reasons that the organization may potentially avoid or control. True turnover rate caused by voluntary departures in 2015 was 3%, involuntary turnover rate was at .33%.

The most number of separations that occurred in 2015 was from the Protective Services group (36% of the 66 total separations). There was no turnover reported for employees in the Service Maintenance group.

Within occupational categories, employees in key positions (officials and administrators) experienced the highest turnover. In 2015, there 7 reported separations and turnover rate of 14%, followed by employees in the Professional group (12%). The remaining groups have a turnover rate of less than 10%.
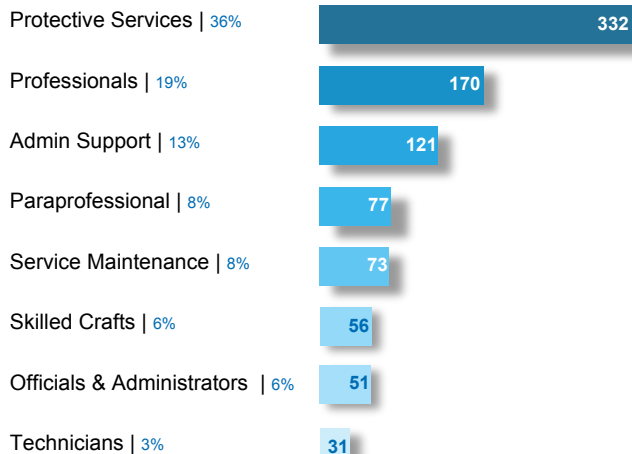
Workforce at a Glance
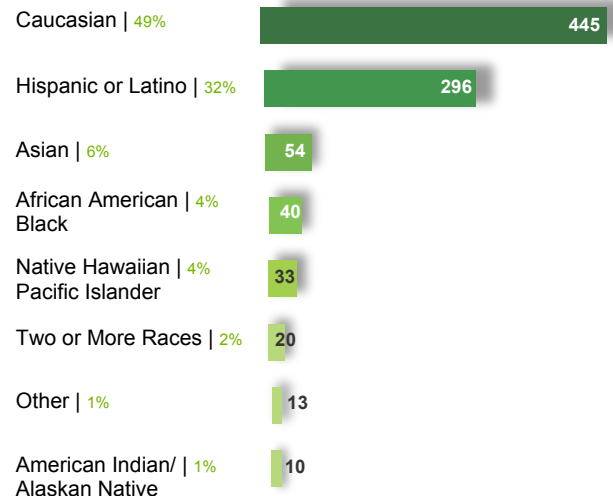
GENDER

618   **293**

**Male
68%**

**Female
32%**

AGE

Generation Y
21 - 35 years
Born 1994-1980
17
19%

Generation X
36 - 50 years
Born 1965-1979
443
49%

Baby Boomer
51 - 69 years
Born 1946-1964
291
32%

Silent Generation
70+ years
Born 1945 / earlier
3
–%

21
years old
**Age of
YOUNGEST
employee in 2015**

45
years old
**Average Age
of workforce**

75
years old
**Age of most
SENIOR
employee in 2015**

OCCUPATIONAL CATEGORY

Protective Services	36%	332
Professionals	19%	170
Admin Support	13%	121
Paraprofessional	8%	77
Service Maintenance	8%	73
Skilled Crafts	6%	56
Officials & Administrators	6%	51
Technicians	3%	31

ETHNICITY

Caucasian	49%	445
Hispanic or Latino	32%	296
Asian	6%	54
African American Black	4%	40
Native Hawaiian Pacific Islander	4%	33
Two or More Races	2%	20
Other	1%	13
American Indian/ Alaskan Native	1%	10

TENURE OF SERVICE

Less than 1 year	8%	77
1 - 5 years	16%	144
6 - 10 years	16%	145
11 - 15 years	30%	269
16 - 20 years	15%	141
21 - 25 years	9%	80
26 - 30 years	5%	44
31 and more	1%	11

32%
% of employees eligible
to retire in 2015

Longest tenure
39
years of
service

**TOTAL
WORKFORCE**
911
as of 31 Dec 2015

Gender

In 2015, the gender composition was **618 males** and **293 females**.

This equates to males comprising of 68% of the workforce with females 32%.

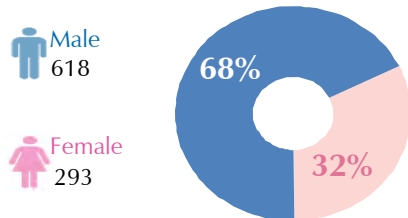Male
618

Female
293

68%

32%

The number of male employees was 111% more than the female employees. This percentage is slightly higher than what was reflected in 2014 where the number of male employees was 103% more than female. ▼

	2014	2015
	596	618
	294	293
% Males > Females	103%	111%

The higher percentage of males to females may be attributed to certain positions that were occupied by more males than females. Such positions were found in the Police, Public Works and Fire Departments.

Police	201	100
Public Works	187	36
Fire	122	11

Conversely, there are departments whose employees were predominantly females than males.

Human Resources	14	0
City Clerk	6	0
Library	20	4

Hiring Ratio ▶

Table 1: Hires Based on Gender presents a comparison of hiring ratios in 2014 and 2015 based on gender.

In both years, more men were hired than women. Additionally, data shows significant disparity between male and female hires in 2015.

Hires in 2015

Male
63

🧍🧍🧍🧍🧍🧍 73%

Female
23

🧍🧍🧍 27%

1 | Hires based on Gender

	2014		2015	
	Hires	Hire Ratio*	Hires	Hire Ratio*
🧍	42	55%	63	73%
🧍	34	45%	23	27%

Hire ratio refers to the % of external hires based on gender

Separation Ratio ▶

Table 2: Separation based on gender presents the percentage of male and female who left the workforce in 2014 and 2015.

Data shows that the equal number of separations (66 separations) occurred in 2014 and 2015 with more men leaving the organization than women.

Separation among males slightly declined in 2015 (47 separations in 2014 and 41 in 2015), however separation among females increased in 2015 (19 separations in 2014 and 25 in 2015).

2 | Separations based on Gender

	2014		2015	
	Separations	Separation Ratio*	Separations	Separation Ratio*
🧍	47	71%	41	63%
🧍	19	29%	25	37%

**Separation ratio refers to the % of separations (voluntary and involuntary) based on gender

Gender and Occupational Category

Based on gender and occupational category:

- The number of males exceeds the number of females in all occupational categories except in Administrative Support and Paraprofessional groups.

- The more prominent variances between males and females were in the Skilled Crafts, Service Maintenance, Protective Services and Technicians categories. The percentages of males were above 80% and females were below 20%.

- There were no females under Skilled Crafts category.

- Key positions (officials and administrators) within the City's workforce were 61% male and 39% female.

- The least variances between males and females were in the Professionals and Paraprofessional categories. Under the Professionals group, the percentage of males was 55% and females 45%. Interestingly, these percentages shift in the Paraprofessional category where the percentage of females was 55% and males at 45%.

Occupational Category	♂	♀
Administrative Support	15 12%	107 88%
Paraprofessionals	34 45%	42 55%
Professionals	94 55%	75 45%
Protective Services	297 89%	35 11%
Officials|Administrators	31 61%	20 39%
Service Maintenance	66 90%	7 10%
Skilled Crafts	56 100%	0 0%
Technicians	25 81%	6 19%

Age

The age range of the workforce spans four different generations[1]:

GENERATION Y	GENERATION X	BABY BOOMERS	SILENT GENERATION
1980 - 1994	1965 - 1979	1946 - 1964	1945 and earlier
21 - 35 YEARS OLD	36 - 50 YEARS OLD	51 - 69 YEARS OLD	70+ YEARS OLD
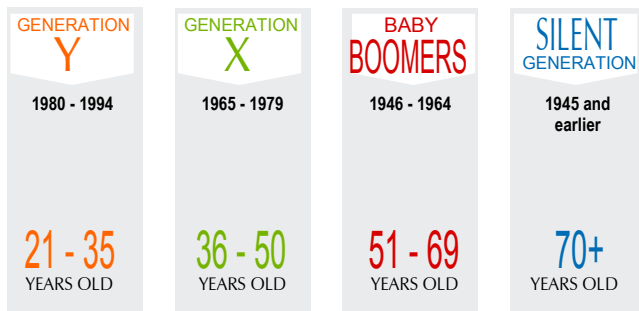
[1]SHRM | The Power of Generational Insight

The workforce was heavily clustered in the Generation X (36-50) and Baby Boomer (51-69) age ranges. Nearly half of the workforce belongs to Generation X.

- Generation X | 443
  36-50 years old
- Baby Boomer | 291
  51-69 years old
- Generation Y | 174
  21-35 years old
- Silent Generation | 3
  70 and older

19%

32%

49%
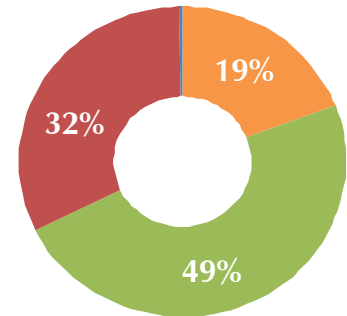
GENERATIONS DEFINED[2]	SILENT GENERATION	BABY BOOMERS	GENERATION X	GENERATION Y
Core Values	Respect Conformity Discipline	Optimism Involvement	Skeptical Fun Informal	Realism Confident Social
Family	Traditional Nuclear	Disintegrating	Latch-key kids	Non-traditional
Communication	Phone One-on-one Written	Phone "Call me anytime"	Cell phone Email "Don't call me at home"	Social media Cell phone "Just text me"
Education	A dream	A birthright	A way to get there	An expense
Money	Savers Pay Cash	Buy now, pay later	Cautious	Earn to spend

[2]www.kpaonline.org

GENERATION Y
YOUNGEST EMPLOYEE
21 YEARS OLD

GENERATION X
AVERAGE & MEDIAN AGE
45 YEARS OLD

SILENT GENERATION
MOST SENIOR EMPLOYEE
75 YEARS OLD

Age and Gender

Based on age and gender, the workforce was: (Table 3) ▶

- **55%** male in Generation X and Baby Boomers.
- **25%** female in Generation X and Baby Boomers.
- **12%** male in Generation Y.
- **7%** female Generation Y.
- Only 3 employees belong to the Silent Generation.
- The **average** and **median** age for male and female employees was 45.

3 | Age and Gender [Total Workforce]

Age Group	MALE	% of Workforce	FEMALE	% of Workforce
Generation Y (21-35 years old)	110	12%	64	7%
Generation X (36-50 years old)	323	35%	120	13%
Baby Boomer (51-69 years old)	183	20%	108	12%
Silent Generation (70+ years old)	2	0%	1	0%

Average | Median Ages by Department

The average and median ages of employees in each department is shown in Table 4. ▶

The average age of employees in most departments was in Generation X (36-50 years old) age group. There were two departments (City Attorney and Mayor/Council) whose average age of employees were within Baby Boomer (51-69 years old) age group. Police and Fire have the younger employees; the median age for both departments was 41 years old.

The median age of employees was also calculated. The basic advantage of presenting the median values over average values in describing age demographics is that it is resilient to extremely large or small values. The median divides the employees in each department into two numerically equal groups, that is, half of its employees are older than the median age, and half of its employees are younger.

In most departments, the average and median ages of employees were within the Generation X group. However, data findings show that in the Development Services, Library and Public Works departments, the median age of employees were within the Baby Boomers group.

4 | Average and Median Ages by Department

Department	# of Employees	AVERAGE AGE	MEDIAN AGE
Police	301	41	41
Fire	133	42	41
Human Resources	14	43	43
HIDTA-CBAG	29	43	40
Recreation	17	44	42
City Clerk	6	45	46
Animal Care	21	45	46
Finance	25	46	45
Administration	15	47	50
Library	24	49	52
Development Services	61	49	51
Information Technology	18	50	50
Public Works	223	50	52
City Attorney	14	51	51
Mayor & Council	10	53	55

◻ Ethnic Composition

Historically, the City's racial composition was predominantly Caucasian and Hispanic. In 2015, these two groups comprised of 81% of the workforce (49% Caucasian and 32% Hispanic or Latino). Collectively, the other racial groups comprised of 19% of the workforce. Table 5 summarizes the City's ethnic composition. ▼

5 | Ethnic Composition

Ethnic Category/Race	# of Employees	% of Workforce
◼ Caucasian	445	49%
◼ Hispanic or Latino	296	32%
◼ Asian	54	6%
◼ Black or African American	40	4%
◼ Native Hawaiian or Pacific Islander	33	4%
◼ Two or more Races	20	2%
◼ Other	13	1%
◼ American Indian/Alaskan Native	10	1%

Hispanic 32%

Asian 6%

Black | Native Hawaiian 4% | 4%

Two or more races 2%

American Indian/Other 1% | 1%
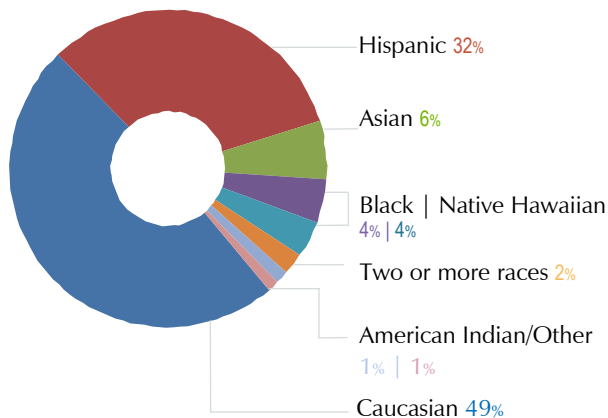
Caucasian 49%

The percentages of Caucasian and Hispanic employees remained relatively constant in the last 3 years, with a slight decrease in the % for Caucasian and slight increase in the Hispanic or Latino group. ▼

	2013	2014	2015
Caucasian	51%	49%	49%
Hispanic	31%	32%	32%

It was difficult to identify the trend in other racial categories because of the changes in EEOC's ethnic definitions. Moving forward, the succeeding workforce reports will identify trends in ethnic composition.

Changes in Ethnic Categories
The ethnic categories presented in previous workforce reports were based on categories as defined by the EEOC. During this reporting period, the ethnic composition reflects the ethnic categories as *revised* by EEOC in 2015.

2013 Ethnic Categories	2015 Ethnic Categories (New)
American Indian/Alaskan Native	American Indian/Alaskan Native (Not of Hispanic origin)
Asian/Pacific Islander	–
	Asian
Black or African-American	Black or African-American (Not of Hispanic origin)
Caucasian	Caucasian (Not of Hispanic Origin)
Filipino	–
Hispanic or Latino	Hispanic or Latino
	Native Hawaiian or other Pacific Islander
Multicultural	Two or more races (Not Hispanic or Latino)
Other	Other

Ethnic Race and Gender

Based on ethnic race and gender (Table 6): ▼

- 35% Caucasian male

- 21% Hispanic male

- 14% Caucasian female

- 11% Hispanic female

The percentage of employees in the remaining racial categories were 4% or below of the workforce.

6	Ethnic Race and Gender				
ETHNICITY	**MALE**	**%**	**FEMALE**	**%**
Caucasian	316	35%	129	14%
Hispanic/Latino	195	21%	101	11%
Asian	36	4%	18	2%
Black/African American	27	3%	13	1%
Native Hawaiian/Pacific Islander	22	2%	11	1%
Two or more races	10	1%	10	1%
American Indian/Alaskan Native	6	1%	4	0%
Other	6	1%	7	1%
Total	618	68%	293	32%
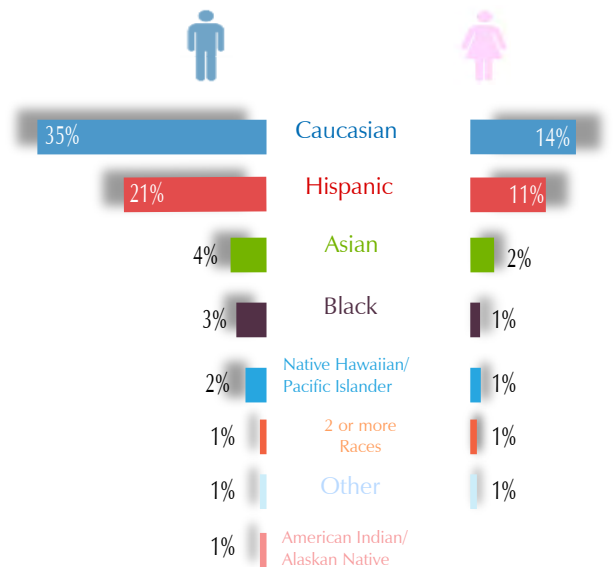
Occupational Category

As in previous reports, protective services remains to be the category with the most number of employees at 332 or 36% of the workforce. This category includes employees in the POA and IAFF groups.

Majority of classifications in Middle Management, Professional, WCE and certain classifications in CVEA belong to the Professional occupational category. 170 employees or 19% of workforce were in this occupational group. Technicians occupy the least number of employees (3% of workforce).

Table 7 shows the number of employees in each occupational group and the percentage to the total workforce. ▶

Occupational categories, as defined under EEOC guidelines are described below. ▼

7 | Workforce by **Occupational Category**

Occupational Category	# of Employees	
Protective Services	332	36%
Professionals	170	19%
Administrative Support	122	13%
Paraprofessionals	76	8%
Service Maintenance	73	8%
Skilled Crafts	56	6%
Officials/Administrators	51	6%
Technicians	31	3%

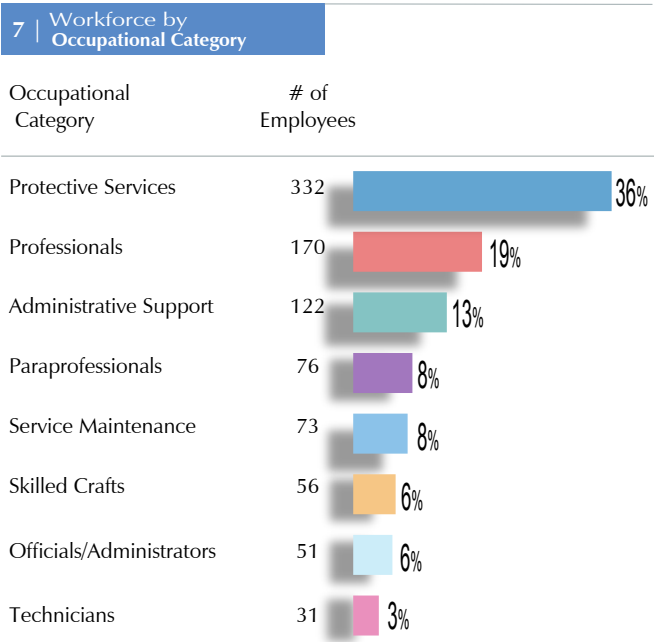## EEOC OCCUPATIONAL CATEGORIES

PROTECTIVE SERVICES
Occupations in which workers are entrusted with public safety, security and protection from destructive forces.

PROFESSIONALS
Occupations in which workers are require specialized and theoretical knoweldge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

ADMINISTRATIVE SUPPORT
Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

PARAPROFESSIONALS
Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

SERVICE MAINTENANCE
Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

SKILLED CRAFTS
Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

OFFICIALS & ADMINISTRATORS
Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

TECHNICIANS
Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

☐ Occupational Category and Ethnic Composition

Data on Table 8 shows the ethnic composition of the workforce for each occupational category. ▶
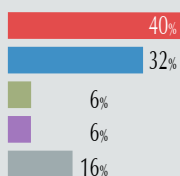
- Caucasians were dominant in all categories except Service Maintenance and Administrative Support. There were 197 Caucasians in protective services group which accounted for 22% of the workforce. In professional occupations, Caucasians accounted for 10% of the workforce (91 employees). In 2015, the ethnic composition in the other categories were either 5% or less of the workforce.

- Hispanics were dominant in service maintenance and administrative support and positions. There was no instance when the Blacks, Asians and Other were more than Caucasians and Hispanics in all occupational groups.

8 | Occupational Category and Ethnic Composition

OCCUPATIONAL CATEGORY	CAUC	HISP	ASIAN	BLACK	OTHER*
Administrative Support	39	49	7	7	19
Officials and Administrators	34	9	1	3	4
Paraprofessionals	28	28	9	4	9
Professionals	91	46	18	4	10
Protective Services	197	86	11	12	26
Service Maintenance	22	41	1	6	3
Skilled Crafts	17	29	4	3	3
Technicians	17	8	3	1	2

"Other" includes American Indian/Alaskan Natives, Native Hawaiian or other Pacific Islander, Two or more races, and other. There were no American Indian in paraprofessional, service maintenance, skills crafts and technician positions; no Native Hawaiian under key positions and service maintenance.

ADMINISTRATIVE SUPPORT
- 40%
- 32%
- 6%
- 6%
- 16%
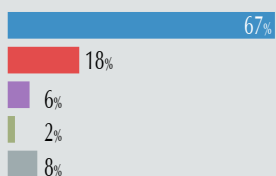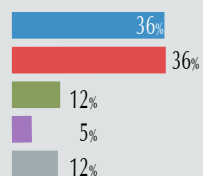
OFFICIALS AND ADMINISTRATORS
- 67%
- 18%
- 6%
- 2%
- 8%

PARAPROFESSIONALS
- 36%
- 36%
- 12%
- 5%
- 12%

PROFESSIONALS
- 54%
- 27%
- 11%
- 2%
- 6%

PROTECTIVE SERVICES
- 61%
- 27%
- 4%
- 3%
- 5%
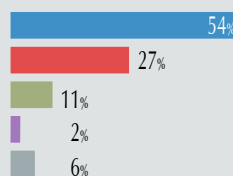
SERVICE MAINTENANCE
- 56%
- 30%
- 8%
- 1%
- 4%
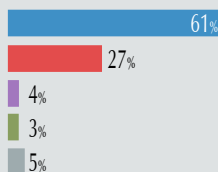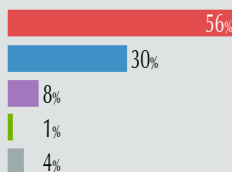
SKILLED CRAFTS
- 52%
- 30%
- 7%
- 5%
- 5%
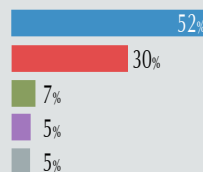
TECHNICIANS
- 55%
- 26%
- 10%
- 3%
- 6%
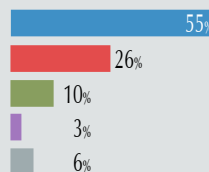
- CAUCASIAN
- HISPANIC | LATINO
- ASIAN
- BLACK
- OTHER (INCLUDES AMERICAN INDIAN, PACIFIC ISLANDER, TWO OR MORE RACES AND OTHER

Tenure

Employment tenure measures the length of time the employees have worked for the City. In most instances, tenure was based on the employee's hire date. There were very few occurrences when employees were hired as unclassified/hourly employees, however in determining the longevity of these individuals, consideration was given on the date they became benefited employees, regardless of when they were started employment as non-benefited employees.

The chart below shows the number of employees with service of less than one year (those who became benefited in 2015), years of service in five year increments, and service of more than 30 years. ▼

< 1 year	1 - 5	6 - 10	11 - 15	16 - 20	21 - 25	26 - 30	> 30
77	144	145	269	141	80	44	11
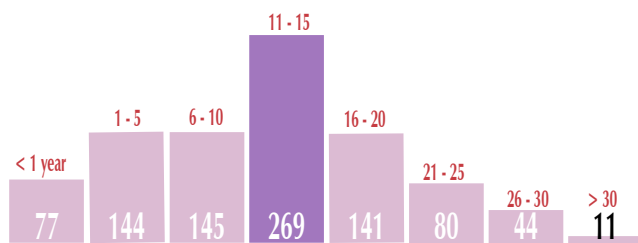
Data yields that in 2015, 269 or 30% of employees have longevity of 11-15 years. These individuals were hired as benefited employees between 2000-2004.

16% of employees have longevity of 1-5 years. The same percentage applies to those with 6-10 years of service. The percentage of the workforce drops as tenure increases.

Average and Median Tenure

AVERAGE AND MEDIAN TENURE

12 YEARS

The average and median tenure that employees had been with the City as permanent/benefit employees was 12 years, unchanged from 2013 and 2014 data.

Tenure based on Gender

The average and median tenure for men and among women was 12 years.

12

Average and Median Tenure based on Age

GEN Y **2** YEARS

GEN X **12** YEARS

BABY BOOMERS **16** YEARS

Average and median tenure were generally higher among older employees than younger ones.

The median tenure (12 years) of employees aged 36 - 50 years old was six times that of the tenure of employees (2 years) aged 21 - 35 years old. As would be expected, the highest median tenure was among employees aged 51 - 69 years old (16 years).

Longest tenured employees

Two employees have the longest tenure of 39 years of service. Both employees were hired in 1975 and are still employed as of December 31, 2015.

39 YEARS
HIRED IN 1976

Employee Turnover

Employee turnover rate is defined as the number of separations divided by the average number of employees during a particular measurement period[3].

Employee Turnover Rate = $\dfrac{\text{Number of Separations}}{\text{Average \# of Employees in Calendar Year}}$

Measurement period refers to calendar year and the number of separations refers to voluntary, involuntary and other separations during the calendar year.

This section aims to provide information on employee turnover and identify the reasons cited by employees for leaving the organization. The reasons for leaving the organization were collected during employees' exit interviews.

The scope of data collected included permanent/benefited employees during calendar year 2015. This report does not include turnover data among unclassified/hourly employees.

9 | Employee Turnover Rates 2011 - 2015

	2011	2012	2013	2014	2015
Number of Separations	77	46	55	66	66
Average Headcount	919	883	878	883	900

Turnover Rates: 2011: 8%, 2012: 5%, 2013: 6%, 2014: 7%, 2015: 7%

CALENDAR YEAR
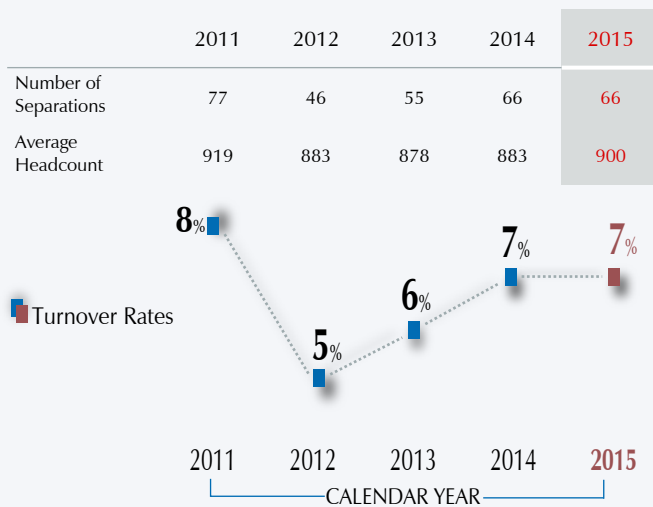
Table 9 shows the employee turnover rates in 2011-2015. Average headcount shows a downward trend from 2011 to 2013. In 2014, the average headcount was at the same level as in 2012 and in 2015, the average headcount increased by 2% from 883 in 2014 to 900 in 2015.

There appears to be a congruent relationship between the average headcount, number of separations and turnover rates, that is when the average headcount decreased, separations and turnover rate also decreased, except in 2013 when turnover rate increased by 1%.

The highest turnover occurred in 2011, marked by the highest number of separations (77) reported within a five-year span. Lowest turnover was in 2012 when separations were reported at 46. Employee turnover showed an increased trend in 2013-2014, with same number of separations and employee turnover rate in 2014 and 2015.

[3]Definition obtained from SHRM

Why Employees Leave

Employees leave the organization for various reasons. Sometimes it is the attraction of a new job elsewhere with better prospects of upward mobility, some return to school, or follow a spouse/partner who has been transferred out of state. Others get laid off or fired for poor work performance, or on other occasions, employees opt to retire.

All these scenarios represent turnover. However, to understand the reason why employees leave, it is important to distinguish between separations that are voluntary and involuntary.

This report outlines separations as defined by the Department of Labor, Bureau of Labor Statistics (DoL-BLS).

DoL-BLS generally defines separation as employees separated from payroll during the calendar year. Employees separated in this report refer to permanent and benefited employees, excluding unclassified/hourly employees. DoL-BLS classifies separations into 3 categories:

Quits/Voluntary turnover refers to separations initiated by the employee. Under voluntary turnover, the employee exercises the free choice to leave due to reasons such as relocation, better future, higher salary, and/or undesirable working conditions.

Involuntary turnover refers to separations initiated by the organization such as layoffs with no intent to rehire, discharges because positions were eliminated, firings for cause, or dismissals due to poor job performance.

Other separations refers to separations for reasons that both the employee or the organization has no control of such as service and disability retirements and death.

Reasons for Separation

SEPARATIONS

Quits/Voluntary
- Better future
- Higher salary
- Unfavorable work environment
- Relocation
- Resigned

Other Separations
- Retirement
- Death

Involuntary
- Layoff
- Expired employment
- Terminations as a result of Civil Service ruling
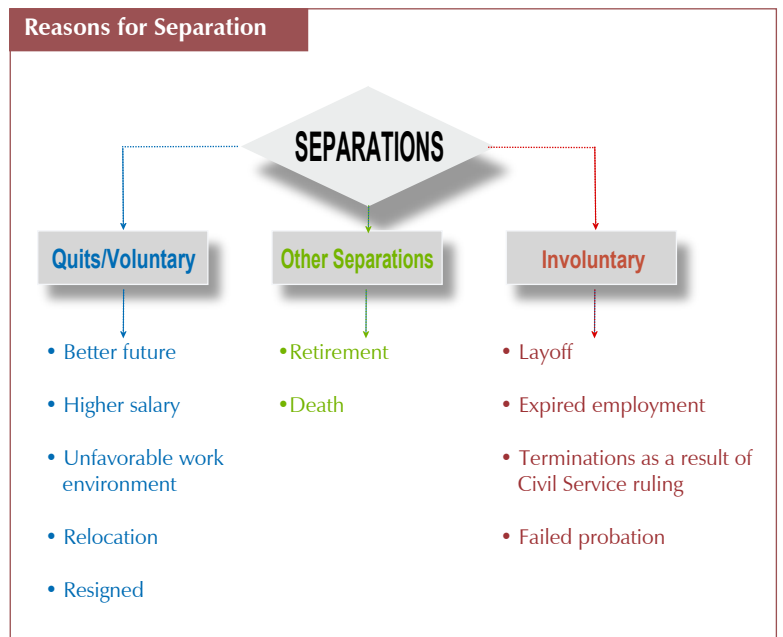- Failed probation

Table 10 shows the voluntary, involuntary and other separations that occurred in 2011-2015, with detailed information on the employees' reason for separation.▶

Separations were classified into 3 categories: voluntary, involuntary and other separations.

Of the 310 separations reported in 2011-2015, 'other' separations (retirements and death) accounted for 44% (137 separations) of the total separations in the five-year span, followed by voluntary separations at 29% (91 separations) and involuntary separations at 26% (82 separations).

- ■ **Involuntary separations**
- ■ **Voluntary separations**
- ■ **Other separations**

10 | Why Employees Leave

REASON	Number of Separations					Total
	2011	2012	2013	2014	2015	
Better future	7	8	10	10	12	**47**
Hours/work undesirable	1	1	2	1	8	**13**
Relocation	–	2	2	4	4	**12**
Resigned	2	4	–	2	3	**11**
Higher salary	1	1	2	2	2	**8**
Total Voluntary Separations	**11**	**16**	**16**	**19**	**29**	**91**
Lay off	48	–	–	1	2	**51**
Failed probation	–	1	1	8	3	**13**
Expired employment	–	3	3	4	2	**12**
Civil Service ruling	2	2	1	–	1	**6**
Total Involuntary Separations	**50**	**6**	**5**	**13**	**8**	**82**
Retirement	15	24	33	32	29	**133**
Death	1	–	1	2	–	**4**
Total Other Separations	16	24	34	34	29	**137**
TOTAL SEPARATIONS	**77**	**46**	**55**	**66**	**66**	**310**

In 2011-2015, retirement (service and disability) was the number one reason for separation. 137 total retirements were reported in 2011-2015, which equates to an average of 27 retirements per year.

There were more reported voluntary separations than involuntary in 2012-2015. The highest number of involuntary separations were in 2011 when layoffs occurred. This was also the only instance when involuntary separations were more than the reported voluntary separations.

There appears to be an inverse relationship between voluntary and involuntary separations. From 2011-2015, voluntary separations follow an upward trend while the involuntary separations were decreasing. In 2015, the voluntary separations (29) increased by 52% from 2014 (19), while involuntary separations decreased by 8% (13 in 2014 and 8 in 2015). There were no deaths[4] reported in 2015.

[4] There was 1 reported death in 2015, however the employee was eligible for retirement at time of death. The reason for separation reported was retirement instead of death.

Voluntary vs. Involuntary Turnover

Turnover costs time, money, and other resources. It may potentially be difficult to manage if the organization is not cognizant of the varied reasons why employees leave. Loss of employees, specifically those with particular knowledge and/or skill set affects organization's performance.

Involuntary turnover is inevitable, unavoidable and is faced by all organizations. In most instances, involuntary turnover does not negatively impact the organization as it allows for exit of poor performers or employees whose talents are easy to replace.

Voluntary turnover on one hand, may be avoidable and stems from causes that the organization may be able to influence or may have control of.

To reach a more valuable measure of turnover, it is worthwhile to review and compare involuntary and voluntary separation data. Additionally, it is valuable to isolate involuntary from voluntary turnover to gauge "true" turnover.

Tables 11 and 12 outline the number of separations based on voluntary and involuntary reasons and the turnover rate for both categories of separations. Data shows the number of separations that happened in 2011-2015 and separations in 2015.

Results yield a higher turnover rate for voluntary separations in 2011-2015(10% voluntary and 9% involuntary) and in 2015 (3% voluntary and less than 1% involuntary). **The "true" turnover rate therefore in 2015 was 3% based on 29 voluntary separations. Overall turnover rate in 2015 based on 66 reported separations was 7%.**

11 | Voluntary and Involuntary Turnover 2011-2015 (excluding retirements and death)

	Number of Separations	Average Headcount	Turnover Rate
Voluntary	91	895	**10%**
Involuntary	82	895	**9%**

12 | 2015 Voluntary and Involuntary Turnover (excluding retirements and death)

	Number of Separations	Average Headcount	Turnover Rate
Voluntary	29	900	**3%**
Involuntary	8	900	**0. 33%**

☐ Turnover Demographics

Gender

In 2015, of the 66 separations reported, 41 (62%) were males and 25 (38%) were female.

Male
41
🚹🚹🚹🚹🚹 62%
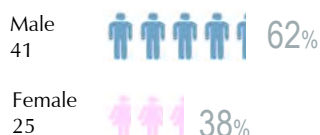
Female
25
🚺🚺🚺 38%

Women's turnover rate was slightly higher than men. The turnover ratio for females was 9% and 7% for females, based on 25 separations reported for female and 41 for males. ▼

13	Turnover by Gender		
	# of Separations	Average Headcount*	Turnover Rate
🚹	41	607	7%
🚺	25	294	9%

*Average headcount: Number of Males/Females at the beginning and end of the calendar ÷ 2

Reason for Separation based on Gender ▶

In 2015, retirement was the top reason cited for leaving employment among males and females.

Among males, of the 18 employees who were separated due to retirement, five of which were disability-related. All five were from the protective services group.

There were more voluntary separations than involuntary separations for both males and females. None of the females who left employment in 2015 were separated because of lay-off, terminated as a result of Civil Service ruling or disability-related retirement.

Aside from retirement, females who left City employment in 2015 cited better future, hours or work undesirable, and relocation as top reasons for separation.

Males cited (aside from retirement) better future and hours or work undesirable as top reasons for separation.

REASON	🚹	🚺
Better future	8	4
Hours/work undesirable	5	3
Relocation	1	3
Resigned	2	1
Higher salary	1	1
Total Voluntary Separations	**17**	**12**
Lay off	2	–
Failed probation	2	1
Expired employment	1	1
Civil Service ruling	1	–
Total Involuntary Separations	**6**	**2**
Retirement, service	13	11
Retirement, disability	5	–
Death	–	–
Total Other Separations	**18**	**11**
TOTAL SEPARATIONS	**41**	**25**

Turnover Demographics

Occupational Category

Table 14 describes the occupational categories of employees who left City employment in 2015.

Of the 66 separations reported:

- 24 employees who were separated belong to Protective Services category. This accounts for 36% of total separations in 2015. Of the 24 employees from Protective Service, two were from the Fire Department and 24 were from the Police Department.

- 20 employees separated were from the Professionals group which accounts for 30% of the total separations. Leavers from the Administrative Support and Officials and Administrators groups account show 17 separations which equates to 25% of the total separations.

- Minimal separations occurred within the Skilled Crafts, Paraprofessionals and Technicians groups. There were five separations reported under these categories or 5% of the total separations. There were no separations reported within the Service Maintenance group.

14 | Number of Separations by Occupational Category

Occupational Category	Number of Separations	% of Separations
Protective Services	24	36%
Professionals	20	30%
Administrative Support	10	15%
Officials and Administrators	7	11%
Skilled Crafts	2	3%
Paraprofessionals	2	3%
Technicians	1	2%
Service Maintenance	–	
Total	66	100%

Employee turnover rates per occupational category is shown in Table 15.

Data shows the occupational profile of employees who were separated in 2015 and their corresponding turnover rates.

- Officials and administrators experienced the highest turnover rate in 2015. With an average headcount of 51 employees and seven separations reported, results yielded a 14% turnover rate for this group.

- In 2015, 20 separations belong to the Professional group. This resulted in 12% turnover rate.

- Turnover rates in the rest of the occupational groups were less than 10%. The turnover rate for Protective Services, who had the most number of separations among all groups was below 10%. The number of separations (24) in context with the average headcount (322) resulted in a turnover rate below 10%.

15 | Turnover by Occupational Category

Occupational Category	**Average*** Headcount	Number of Separations	**TURNOVER RATE****
Officials and Administrators	51	7	**14%**
Professionals	165	20	**12%**
Administrative Support	121	10	**8%**
Protective Services	322	24	**7%**
Skilled Crafts	46	2	**4%**
Paraprofessionals	69	2	**3%**
Technicians	43	1	**2%**
Service Maintenance	84	–	**0%**
Total	900	66	

* Average headcount is the beginning and ending headcount / 2.
** Turnover rate is the number of separations divided by the average headcount.

16	Reason for Separation by Occupational Category	ADMIN SUPPORT	OFFICIALS AND ADMIN	PARA PROFES-SIONALS	PROFES-SIONALS	PROTECTIVE SERVICES	SKILLED CRAFTS	TECHNI-CIANS
Voluntary Separations								
• Better future		2	–	1	5	3	1	–
• Unfavorable working conditions		2	–	–	–	6	–	–
• Relocation		2	–	1	1	–	–	–
• Resignation		–	–	–	1	2	–	–
• Higher salary		–	–	–	2	–	–	–
Total Voluntary Separations		**6**	**0**	**2**	**9**	**11**	**1**	**0**
Involuntary Separations								
• Layoff		–	–	–	2	–	–	–
• Failed probation		–	–	–	1	2	–	–
• Expired employment		1	1	–	–	–	–	–
• Civil Service ruling		–	–	–	–	1	–	–
Total Involuntary Separations		**1**	**1**	**0**	**3**	**3**	**0**	**0**
Other Separations								
• Retirement, service		3	6	–	8	5	1	1
• Retirement, disability		–	–	–	–	5	–	–
• Death		–	–	–	–	–	–	–
Total Other Separations		**3**	**6**	**0**	**8**	**10**	**1**	**1**
TOTAL SEPARATIONS		**10**	**7**	**2**	**20**	**24**	**2**	**1**
AVERAGE HEADCOUNT		121	51	69	165	322	46	43
TURNOVER RATE		8%	14%	3%	12%	7%	4%	2%
"TRUE" TURNOVER RATE		**5%**	**0%**	**3%**	**5%**	**3%**	**2%**	**0%**

* "**TRUE**" turnover rate refers to turnover based on *voluntary separations*.

Table 16 provides the reasons for separation according to occupational categories.

Focus is drawn toward the "true" turnover rates which are based on employees' desire to leave and separation reasons for which the organization may have control of (voluntary turnover; better future, undesirable working conditions, etc).

Leavers in Administrative Support and Protective Services categories have the highest rate of true turnover. Eight (8) employees cited *undesirable working conditions* as reason for separation. Other than retirement, leavers in the Professional group cited leaving the organization for a better future.

Results show that under Officials and Administrators category, (who experienced the highest turnover (14%) based on total separations) all leavers cited retirement as the reason for separation, thus true turnover reflects 0%.

DEPARTMENT IN NUMBERS

This section of this report provides the demographics of each department based on gender, age, tenure of service, and occupational category.

Each report shows the average headcount, age and tenure, the accessions and separations reported in Calendar Year 2015 as well as the department's retention and turn over rates.

- **Demographics**
  Figures reflect demographics as of December 31, 2015.

- **Turnover Rate**
  Refers to the number of total separations in 2015 ÷ the average headcount

- **Retention Rate**
  Refers to the number of employees at the end of the calendar year less the number of separations ÷ number of employees at the end of the calendar year.

- **Transfer In/Transfer Out**
  These refer to the movements of employees from one department to another as a result of promotion or lateral transfer. Transfers were excluded from the calculation of turnover rates.

ADMINISTRATION

HEADCOUNT

Beginning Headcount	13
Ending Headcount	14
Average Headcount	**15**

HIRES | SEPARATIONS

Hires and Transfer In	4
Separations and Transfer Out	2

GENDER

5 — 33%
10 — 67%

93% RETENTION RATE

7% TURNOVER RATE

AVERAGE AGE
47 YEARS OLD

AVERAGE TENURE
10 YEARS

ETHNICITY

American Indian | Alaskan Native	–
Asian	–
African American | Black	1
Caucasian	9
Hispanic | Latino	4
Native Hawaiian | Pacific Islander	–
Two or more races	–
Other	1

OCCUPATIONAL CATEGORY

Administrative Support	2
Officials/Administrators	6
Paraprofessionals	–
Professionals	7
Protective Services	–
Service Maintenance	–
Skilled Crafts	–
Technicians	–

TENURE

Less than 1 year	1
1 - 5 years	4
6 -10 years	1
11 - 15 years	7
16 - 20 years	1
21 - 25 years	1
26 - 30 years	–
More than 30 years	–

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
2	6	7	0

Accession

New Hires
Gakunga D | Chief Sustainability Officer

Transfer In
Crocket E
Lopez L
Ryals R

Separation

Terminations
Meacham M | Dir of Economic Devt (Retirement)

Transfer Out
Mills A | Transferred to Human Resources
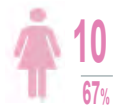
ANIMAL CARE FACILITY

HEADCOUNT

Beginning Headcount 22

Ending Headcount 21

Average Headcount 21.5

HIRES | SEPARATIONS

Hires and Transfer In 0

Separations and Transfer Out 1

GENDER

7 33%

14 67%

95% RETENTION RATE

5% TURNOVER RATE

AVERAGE AGE
45 YEARS OLD

AVERAGE TENURE
9 YEARS

ETHNICITY

American Indian|Alaskan Native	—
Asian	2
African American|Black	1
Caucasian	9
Hispanic | Latino	10
Native Hawaiian | Pacific Islander	—
Two or more races	—
Other	—

OCCUPATIONAL CATEGORY

Administrative Support	9
Officials/Administrators	1
Paraprofessionals	6
Professionals	1
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technicians	4

TENURE

Less than 1 year	—
1 - 5 years	6
6 -10 years	9
11 - 15 years	3
16 - 20 years	2
21 - 25 years	1
26 - 30 years	—
More than 30 years	—

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
5	8	8	0

Accession

New Hires
None

Transfer In
None

Separation

Terminations
Wise L | Animal Care Supv

Transfer Out
None

CITY ATTORNEY

HEADCOUNT

Beginning Headcount	13
Ending Headcount	14
Average Headcount	**13.5**

HIRES | SEPARATIONS
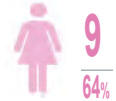
Hires and Transfer In	2
Separations and Transfer Out	1

GENDER

5 36%   **9** 64%

93% RETENTION RATE

7% TURNOVER RATE

AVERAGE AGE
51 YEARS OLD

AVERAGE TENURE
9 YEARS

ETHNICITY

American Indian|Alaskan Native	—
Asian	—
African American|Black	2
Caucasian	9
Hispanic | Latino	2
Native Hawaiian | Pacific Islander	1
Two or more races	—
Other	—

OCCUPATIONAL CATEGORY

Administrative Support	—
Officials/Administrators	5
Paraprofessionals	3
Professionals	6
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technicians	—

TENURE

Less than 1 year	1
1 - 5 years	3
6 -10 years	4
11 - 15 years	5
16 - 20 years	1
21 - 25 years	—
26 - 30 years	—
More than 30 years	—

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
0	7	7	0

Accession

New Hires
Mcclurg M | Deputy City Attorney I

Transfer In
Galleher J

Separation

Terminations
Hawkins C | Deputy City Attorney II

Transfer Out
None

HEADCOUNT

Beginning Headcount	5
Ending Headcount	6
Average Headcount	**5.5**

HIRES | SEPARATIONS

Hires and Transfer In	1
Separations and Transfer Out	0

GENDER

0 0%   6 100%

100% RETENTION RATE

0% TURNOVER RATE

AVERAGE AGE
45 YEARS OLD

AVERAGE TENURE
10 YEARS

ETHNICITY

American Indian | Alaskan Native	—
Asian	—
African American | Black	1
Caucasian	4
Hispanic | Latino	—
Native Hawaiian | Pacific Islander	—
Two or more races	—
Other	1

OCCUPATIONAL CATEGORY

Administrative Support	1
Officials/Administrators	2
Paraprofessionals	—
Professionals	3
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technicians	—

TENURE

Less than 1 year	1
1 - 5 years	1
6 -10 years	
11 - 15 years	3
16 - 20 years	1
21 - 25 years	—
26 - 30 years	—
More than 30 years	—

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
2	2	2	0

Accession

New Hires
Larrarte L | Deputy City Clerk I

Transfer In
None

Separation

Terminations
None

Transfer Out
None

DEVELOPMENT SERVICES

HEADCOUNT

Beginning Headcount	62
Ending Headcount	61
Average Headcount	**61.5**

HIRES | SEPARATIONS

Hires and Transfer In	6
Separations and Transfer Out	7

GENDER

35 57% 26 43%

92% **RETENTION** RATE

8% **TURNOVER** RATE

AVERAGE AGE
49 YEARS OLD

AVERAGE TENURE
14 YEARS

ETHNICITY

American Indian | Alaskan Native	1
Asian	3
African American|Black	—
Caucasian	32
Hispanic|Latino	19
Native Hawaiian| Pacific Islander	4
Two or more races	1
Other	1

OCCUPATIONAL CATEGORY

Administrative Support	11
Officials/Administrators	4
Paraprofessionals	13
Professionals	26
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technicians	7

TENURE

Less than 1 year	4
1 - 5 years	7
6 -10 years	3
11 - 15 years	19
16 - 20 years	22
21 - 25 years	1
26 - 30 years	4
More than 30 years	1

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
4	26	31	0

Accession

New Hires
Barba C | Sr Plan Check Technician
Caro M | Landscape Architect
Rasoulzadeh R | Dev Svcs Technician I
Valdez J | Building Inspector II

Transfer In
Allen T
Labrada L

Separation

Terminations
Gamble J | Landscape Architect (Retirement)
Ladiana M† | Planning Manager (Retirement)
Laube G | Sr Planner
Taylor D |Landscape Planner I
Wooten K | Devt Svcs Counter Manager (Retirement)

Transfer Out
Crockett E (Transferred to Administration)
Lopez L (Transferred to Administration)

HEADCOUNT

Beginning Headcount	25
Ending Headcount	25
Average Headcount	**25**

HIRES | SEPARATIONS

Hires and Transfer In	5
Separations and Transfer Out	5

GENDER

8 — 32% 17 — 68%

84% RETENTION RATE

16% TURNOVER RATE

AVERAGE AGE
46 YEARS OLD

AVERAGE TENURE
10 YEARS

ETHNICITY

American Indian | Alaskan Native	–
Asian	4
African American|Black	–
Caucasian	6
Hispanic|Latino	14
Native Hawaiian|Pacific Islander	–
Two or more races	1
Other	–

OCCUPATIONAL CATEGORY

Administrative Support	10
Officials/Administrators	3
Paraprofessionals	2
Professionals	10
Protective Services	–
Service Maintenance	–
Skilled Crafts	–
Technicians	–

TENURE

Less than 1 year	5
1 - 5 years	3
6 -10 years	4
11 - 15 years	5
16 - 20 years	6
21 - 25 years	2
26 - 30 years	–
More than 30 years	–

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
1	18	6	0

Accession

New Hires
Bilby D | Finance & Purchasing Manager
De La Cruz V | Procurement Specialist
Garcia P | Accounting Assistant
Sylvia M | Finance & Purchasing Manager
Synnott R | Senior Accountant

Transfer In
None

Separation

Terminations
Adachi E | Assoc Accountant
Berrios A | Accounting Asst
Davis P | Asst Dir of Finance (Retirement)
Mcewen T | Procurement Specialist

Transfer Out
Allen T (Transferred to Development Services)

FIRE

HEADCOUNT

Beginning Headcount	127
Ending Headcount	133
Average Headcount	**130**

HIRES | SEPARATIONS

Hires and Transfer In	11
Separations and Transfer Out	5

GENDER

122 — 92%
11 — 8%

96% RETENTION RATE

4% TURNOVER RATE

AVERAGE AGE
42 YEARS OLD

AVERAGE TENURE
12 YEARS

ETHNICITY

American Indian | Alaskan Native	1
Asian	7
African American|Black	1
Caucasian	83
Hispanic|Latino	33
Native Hawaiian|Pacific Islander	5
Two or more races	1
Other	2

OCCUPATIONAL CATEGORY

Administrative Support	2
Officials/Administrators	3
Paraprofessionals	2
Professionals	5
Protective Services	121
Service Maintenance	–
Skilled Crafts	–
Technicians	–

TENURE

Less than 1 year	11
1 - 5 years	14
6 -10 years	26
11 - 15 years	47
16 - 20 years	6
21 - 25 years	20
26 - 30 years	7
More than 30 years	2

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
34	73	26	0

Accession

<u>New Hires</u>
Abasolo R | Fire Prevention Aide
Agan J | Fiscal Office Spec
Berkley J | Fire Insp/Inv I
Cardona V | Firefighter Paramedic
Dambra S | Firefighter Paramedic
Lindsay T | Firefighter Paramedic
Martinez E | Firefighter Paramedic
Otto B | Firefighter Paramedic
Schepe M | Firefighter Paramedic
Tarin D | Firefighter Paramedic
Walker M | Firefighter Paramedic

<u>Transfer In</u>
None

Separation

<u>Terminations</u>
Balmer M | Emergency Svcs Coordinator
Cappos A | Fire Captain (Retirement)
Garcia J | Deputy Fire Chief
Harrold C | Fire Captain (Retirement)
Silvas C | Sr Office Specialist

<u>Transfer Out</u>
None

HEADCOUNT

Beginning Headcount	15
Ending Headcount	14
Average Headcount	**14.5**

HIRES | SEPARATIONS

Hires and Transfer In	4
Separations and Transfer Out	5

GENDER

0 — 0%

14 — 100%

79% RETENTION RATE

21% TURNOVER RATE

AVERAGE AGE
43 YEARS OLD

AVERAGE TENURE
9 YEARS

ETHNICITY

American Indian | Alaskan Native	–
Asian	6
African American|Black	1
Caucasian	4
Hispanic|Latino	2
Native Hawaiian| Pacific Islander	1
Two or more races	–
Other	

OCCUPATIONAL CATEGORY

Administrative Support	2
Officials/Administrators	2
Paraprofessionals	3
Professionals	7
Protective Services	–
Service Maintenance	–
Skilled Crafts	–
Technicians	–

TENURE

Less than 1 year	3
1 - 5 years	2
6 -10 years	3
11 - 15 years	3
16 - 20 years	3
21 - 25 years	–
26 - 30 years	–
More than 30 years	–

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
5	6	3	0

Accession

New Hires
Abalos J | HR Analyst
Chase C | Director of Human Resources
Rodriguez A | Fiscal Office Specialist

Transfer In
Mills M

Separation

Terminations
Enos-Guerrero T | Risk Manager (Retirement)
Kemery A | HR Analyst (Retirement)
Mosley I | Asst Dir of Human Resources (Retirement)

Transfer Out
Galleher J (Transferred to City Attorney)
Knapp S (Transferred to Public Works)

INFORMATION TECHNOLOGY

HEADCOUNT

Beginning Headcount	17
Ending Headcount	18
Average Headcount	**17.5**

HIRES | SEPARATIONS

Hires and Transfer In	2
Separations and Transfer Out	1

GENDER

👨 **14** 78%   👩 **4** 22%

94% RETENTION RATE

6% TURNOVER RATE

AVERAGE AGE
50 YEARS OLD

AVERAGE TENURE
14 YEARS

ETHNICITY

American Indian | Alaskan Native	1
Asian	5
African American|Black	1
Caucasian	9
Hispanic|Latino	2
Native Hawaiian| Pacific Islander	–
Two or more races	–
Other	–

OCCUPATIONAL CATEGORY

Administrative Support	–
Paraprofessionals	4
Professionals	11
Protective Services	–
Officials/Administrators	2
Service Maintenance	–
Skilled Crafts	–
Technicians	1

TENURE

Less than 1 year	2
1 - 5 years	2
6 -10 years	1
11 - 15 years	4
16 - 20 years	4
21 - 25 years	4
26 - 30 years	1
More than 30 years	–

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
2	7	9	0

■ Accession

New Hires
Fuller K | GIS Specialist
Malik R | Sr Application Support Spec

Transfer In
None

■ Separation

Terminations
Blackwelder R | GIS Manager (Retirement)

Transfer Out
None

HEADCOUNT

Beginning Headcount	22
Ending Headcount	24
Average Headcount	**23**

HIRES | SEPARATIONS

Hires and Transfer In	2
Separations and Transfer Out	0

GENDER

4 17%   20 83%

100% RETENTION RATE

0% TURNOVER RATE

AVERAGE AGE
49 YEARS OLD

AVERAGE TENURE
17 YEARS

ETHNICITY

American Indian | Alaskan Native	–
Asian	2
African American|Black	–
Caucasian	11
Hispanic|Latino	9
Native Hawaiian|Pacific Islander	2
Two or more races	–
Other	–

OCCUPATIONAL CATEGORY

Administrative Support	–
Officials/Administrators	1
Paraprofessionals	9
Professionals	14
Protective Services	–
Service Maintenance	–
Skilled Crafts	–
Technicians	–

TENURE

Less than 1 year	2
1 - 5 years	2
6 -10 years	2
11 - 15 years	4
16 - 20 years	6
21 - 25 years	4
26 - 30 years	4
More than 30 years	–

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
4	6	14	0
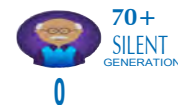
Accession

New Hires
Janning D | Librarian II
Ritchie J | Librarian I

Transfer In
None

Separation

Terminations
None

Transfer Out
None

MAYOR & COUNCIL

HEADCOUNT

Beginning Headcount	9
Ending Headcount	10
Average Headcount	**9.5**

HIRES | SEPARATIONS

Hires and Transfer In	2
Separations and Transfer Out	1

GENDER

3 — 30%

7 — 70%

89% RETENTION RATE

11% TURNOVER RATE

AVERAGE AGE
53 YEARS OLD

AVERAGE TENURE
3 YEARS

ETHNICITY

American Indian | Alaskan Native	–
Asian	–
African American|Black	–
Caucasian	3
Hispanic|Latino	4
Native Hawaiian| Pacific Islander	–
Two or more races	–
Other	3

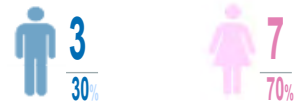### OCCUPATIONAL CATEGORY

Administrative Support	4
Officials/Administrators	5
Paraprofessionals	–
Professionals	1
Protective Services	–
Service Maintenance	–
Skilled Crafts	–
Technicians	–

TENURE

Less than 1 year	2
1 - 5 years	6
6 -10 years	2
11 - 15 years	–
16 - 20 years	–
21 - 25 years	–
26 - 30 years	–
More than 30 years	–

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
1	4	4	1

Accession

New Hires
Hernandez A | Office Specialist
Miesen S | Councilperson

Transfer In
None

Separation

Terminations
Santander J | Expired employment

Transfer Out
None

POLICE

HEADCOUNT

Beginning Headcount	293
Ending Headcount	301
Average Headcount	**297**

HIRES | SEPARATIONS

Hires and Transfer In	39
Separations and Transfer Out	31

GENDER

201 67%   100 33%

93% RETENTION RATE

7% TURNOVER RATE

AVERAGE AGE
41 YEARS OLD

AVERAGE TENURE
10 YEARS

ETHNICITY

American Indian | Alaskan Native	6
Asian	8
African American | Black	19
Caucasian	157
Hispanic | Latino	86
Native Hawaiian | Pacific Islander	11
Two or more races	12
Other	2

OCCUPATIONAL CATEGORY

Administrative Support	66
Officials/Administrators	5
Paraprofessionals	8
Professionals	9
Protective Services	211
Service Maintenance	–
Skilled Crafts	–
Technicians	2

TENURE

Less than 1 year	32
1 - 5 years	56
6 -10 years	60
11 - 15 years	79
16 - 20 years	44
21 - 25 years	21
26 - 30 years	8
More than 30 years	1

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
82	176	43	0

◼ Accession

New Hires

Autom Fingprnt Tech
Bennet L

Peace Officer
Aguayo J
Agyeman K
Ayers J
Araize A
Arnold G
Cardenas H
Carmona M
Castillo E
Cate T
Chavira E
Drouin C
Flores-Castro B
Garcia L*
Harding A*
Horn C
Isaaks C

Peace Officer
Leonard S
Lizardi E*
Meyorowitz L
Miller E
Mitchell D*
Oluvic N
Pace J
Richardson A
Schulte K
St Clair M

Police Dispatcher
Davis S
Johnson J
Johnson S
Slim R

Police Records Spec
Campolo S

Police Recruit
Gomez C*
Jacob S*
Kumar D
Sanchez D*

Police Tech Specialist
Howard R

Principal Mgmt Analyst
Walker J

Sr Police Tech Spec
Wood E

Transfer In
None

◼ Separation

Terminations

Allen J
Bennet B (retirement)
Coleman V (retirement)
Cruz O
Diaz P (retirement)
Garza A
Garcia L*
Gomez C*
Granados R
Harding A*
Hedrick C (retirement)
Hughes J (retirement)
Jacob S*
Lizardi E*
Mellor-Taylor B
Miggans K
Mccaskill C
Mitchell D*

Osuna A (retirement)
Penwell C (retirement)
Pickett G (retirement)
Polan M (retirement)
Roullier Y (retirement)
Sanchez D*
Schwarz S
Shoucair S
Springett D (retirement)
Stanley S
Steele C (retirement)
Valdivia C (retirement)
Walker N (retirement)

Employees were hired and separated in 2015. These were not included in department's average headcount but were reported under Hires and Separations.

PUBLIC WORKS

HEADCOUNT
Beginning Headcount   226
Ending Headcount   223
Average Headcount   224.5

HIRES | SEPARATIONS
Hires and Transfer In   8
Separations and Transfer Out   10

GENDER
187 84%   36 16%

96% RETENTION RATE

4% TURNOVER RATE

AVERAGE AGE **50** YEARS OLD

AVERAGE TENURE **15** YEARS

ETHNICITY
American Indian | Alaskan Native	1
Asian	14
African American|Black	13
Caucasian	82
Hispanic|Latino	99
Native Hawaiian|Pacific Islander	7
Two or more races	4
Other	3

OCCUPATIONAL CATEGORY
Administrative Support	10
Officials/Administrators	5
Paraprofessionals	15
Professionals	47
Protective Services	–
Service Maintenance	73
Skilled Crafts	56
Technicians	17

TENURE
Less than 1 year	5
1 - 5 years	19
6 -10 years	22
11 - 15 years	87
16 - 20 years	41
21 - 25 years	25
26 - 30 years	18
More than 30 years	6

AGE
21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
17	86	119	1

Accession
New Hires
Barajas E | Maintenance Worker II
Coppola J | Recycling Specialist I
Hicks D | Assistant Engineer
Rivas A | Gardener I
Wachter J* | Management Analyst
Zapata L | Electrician

Transfer In
Knapp S

Separation
Terminations
Dyson T | Open Space Inspector (Retirement)
Ibarra P | Gardener II (Retirement)
Montoya A | HVAC Tech
Morgan K | Assoc Land Surveyor (Retirement)
Reed B | Environmental Resource Mgr
Solorzano R | Assoc Engineer (Retirement)
Trujillo A | Transit Manager (Retirement)
Wachter J* | Management Analyst

Transfer Out
Labrada L (transferred to Development Services)
Ryals R (transferred to Administration)

* Employee was hired and terminated in 2015, and was not included in department's average headcount but was reported under Hires and Separations.

HEADCOUNT

Beginning Headcount	16
Ending Headcount	17
Average Headcount	**16.5**

HIRES | SEPARATIONS

Hires and Transfer In	1
Separations and Transfer Out	0

GENDER

6 35%   11 65%

100% RETENTION RATE

0% TURNOVER RATE

AVERAGE AGE
44 YEARS OLD

AVERAGE TENURE
13 YEARS

ETHNICITY

American Indian | Alaskan Native	–
Asian	1
African American|Black	–
Caucasian	10
Hispanic|Latino	5
Native Hawaiian| Pacific Islander	1
Two or more races	–
Other	–

OCCUPATIONAL CATEGORY

Administrative Support	2
Officials/Administrators	1
Paraprofessionals	11
Professionals	3
Protective Services	–
Service Maintenance	–
Skilled Crafts	–
Technicians	–

TENURE

Less than 1 year	1
1 - 5 years	5
6 -10 years	–
11 - 15 years	3
16 - 20 years	3
21 - 25 years	1
26 - 30 years	2
More than 30 years	1

AGE

21 - 35 y/o GENERATION Y	36 - 50 y/o GENERATION X	51 - 69 y/o BABY BOOMERS	70+ SILENT GENERATION
3	10	4	0

Accession

New Hires
Contreras G | Principal Recreation Manager

Transfer In
None

Separation

Terminations
None

Transfer Out
None

HIDTA | CBAG

HEADCOUNT

Beginning Headcount	27
Ending Headcount	29
Average Headcount	**28**

HIRES | SEPARATIONS

Hires and Transfer In	7
Separations and Transfer Out	5

GENDER

21 — 72%
8 — 28%

82% **RETENTION** RATE

18% **TURNOVER** RATE

AVERAGE AGE
43 YEARS OLD

AVERAGE TENURE
4 YEARS

ETHNICITY

American Indian | Alaskan Native	–
Asian	2
African American|Black	–
Caucasian	19
Hispanic|Latino	7
Native Hawaiian|Pacific Islander	1
Two or more races	–
Other	–

OCCUPATIONAL CATEGORY

Administrative Support	3
Officials/Administrators	6
Paraprofessionals	–
Professionals	20
Protective Services	–
Service Maintenance	–
Skilled Crafts	–
Technicians	–

TENURE

Less than 1 year	7
1 - 5 years	13
6 -10 years	8
11 - 15 years	–
16 - 20 years	1
21 - 25 years	–
26 - 30 years	–
More than 30 years	–

AGE

21 - 35 GENERATION Y	36 - 50 GENERATION X	51 - 69 BABY BOOMERS	70+ SILENT GENERATION
12	8	8	1

■ Accession

New Hires
Burquist J | FA Analyst
Calhoun M | FA Analyst
Carrazco C | FA Network Administrator II
Castellanos V | FA Network Administrator II
Haber A | FA Sr Intelligence Analyst
Rhodes K | FA Sr Intelligence Analyst
Young G | FA Supv Intelligence Analyst

Transfer In
None

■ Separation

Terminations
Amaral K | FA Analyst (Higher salary)
Arteaga G | FA Network Administrator II (Better future)
Rowland H | FA Sr Public Safety Analyst (Better future)
Saksa K | FA Admin Analyst II (Better future)
Van Zuiden S | FA Analyst (Better future)

Transfer Out
None